BEACON HR/PAYROLL IMPLEMENTATION PROJECT SCOPE CHANGE CONTROL PROCESS

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1. INTRODUCTION

Scope Change Control is a critical to successful project performance. Scope change control processes are the formal mechanisms by which project members can change the project's boundaries, commonly referred to as "scope." Frequent and/or pivotal changes to project boundaries can create significant levels of risk and cost for a project. The intent of the Beacon HR/Payroll Implementation Project Scope Change Control Process is to define the mechanisms for requesting, evaluating, authorizing, and tracking possible changes to the project scope. This process:

- Identifies a Change Control Board (CCB) that approves or rejects proposed changes that impact scope (modify functionality), modifies the project end date, and impacts contractual milestones or total budget;

- Identifies the Executive Control Board (ECB) that has final approval for all changes that impact scope (modify functionality), modifies the project end date, and impacts contractual milestones or total budget per the request of the CCB;

- Defines a procedure by which project members can request scope changes. The Project Management Office (PMO) will manage those requests; and

- Provides description of information required with completing change request forms necessary for implementing the process for change requests (CR).

2. RESOURCE RESPONSIBILITY AND IDENTIFICATION

The following project team members shall participate in the process practices:

2.1. Roles and Responsibilities

The following table summarizes the typical role types and corresponding responsibilities pertaining to the Scope Change Control Process.

Role	Description of Role/Responsibilities
Executive Control Board (ECB)	• Provides the final level of review and approval of changes that impact scope (modify functionality), modifies the project end date, and impacts contractual milestones or total budget that are recommended by the CCB.
Change Control Board (CCB)	• Responsible for reviewing and determining the disposition of change request. • Meets on an event-driven basis. • Reviews the impact of change requests that impact scope (modify functionality), modifies the project end date, and impacts contractual milestones or total budget. • Escalates issues and change requests that can not be resolved at the CCB level to the ECB. • The BearingPoint Project Manager and State Program Director will chair the CCB.

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Role	Description of Role/Responsibilities
Project Manager and State Program Director	• The BearingPoint Project Manager and State Program Director will chair the CCB. • Authorized to make and approve changes that are not identified to require CCB approval.
Project Team Members	• Authorized to create change requests.
Project Team Leads	• Authorized to submit change requests. • Serves as a subject matter expert (SME) per request of the CCB.
Project Management Office (PMO)	• Oversees the Change Control process • Schedules Change Control Board meetings. • Updates the project plan with approved changes. • Provides input to the CCB and ECB on change requests that impact the Project's Earned Value and/or budget. • Updates the EVM baseline with approved changes. • Works in conjunction with BearingPoint and State to ensure that modifications to the contract include any approved changes that affect the terms of the contracts supporting the HR/Payroll Implementation Project.

2.2. Role Identification

The roles for the Beacon HR/Payroll Implementation Project are identified as follows:

Role	Responsible
Client Sponsor	• North Carolina Office of the State Controller
Project Manager and State Program Director	• Lowell Magee, Program Director, NC Office of State Controller • Andrew Koenigsberg, Deputy Program Director, NC Office of State Controller • Lori Foehr, Project Manager, BearingPoint • Greg Baker, Deputy Project Manager, BearingPoint
Team Leads	• Functional Area Team Leads
Project Team Members	• All Staff
Executive Control Board (ECB)	• Robert Powell, State Controller, NC Office of State Controller • Gwen Canady, Chief Deputy, NC Office of State Controller • Tim Perkins, Managing Director, BearingPoint

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Role	Responsible
Change Control Board (CCB)	• Lowell Magee, Program Director, NC Office of State Controller • Andrew Koenigsberg, Deputy Program Director, NC Office of State Controller • Lori Foehr, Project Manager, BearingPoint • Greg Baker, Deputy Project Manager, BearingPoint • Vince Batts, PMO Lead, BearingPoint
PMO	• Lori Foehr, Project Manager, BearingPoint • Greg Baker, Deputy Project Manager, BearingPoint • Vince Batts, PMO Lead, BearingPoint • Mark Mehrespand, PMO Administration, BearingPoint • Tonya Powell, PMO Librarian, Alphanumeric Systems, Inc. • Chris Cavallo, PMO Tool Expert, Alphanumeric Systems, Inc.

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3. SCOPE CHANGE CONTROL APPROACH

The scope change control process begins at project initiation and runs through project closure. A formal change control process shall be used to help manage the project's scope. No project runs exactly as planned and a formal scope change control process ensures that any scope changes implemented during a project's lifecycle have been reviewed, approved by the appropriate individuals and/or Boards, and are archived in the MS EPM Solution toolset, the system responsible for managing change request. The scope change control process includes:

- Identifying scope changes

- Ensuring the scope change control process is followed so only approved changes are implemented

- Reviewing and approving change requests

- Coordinating approved changes across the entire project

- Documenting the impact of requested changes.

3.1.   Change Request Process

All changes to scope must go through the scope change control process. Figure 1 of this document summarizes the process.

3.1.1. Submit a Change Request

Any project team member from either the State or BearingPoint can initiate a CR when a change to scope has been identified. A CR, which is available in the MS EPM Solution toolset, must be completed and submitted to the PMO for review. Supporting documentation must be included with the CR, to include the reasons for the change, and any scope impact to the project.

3.1.2. Reviewing a Change Request

The PMO will review each CR and its supporting documentation. If more information is required before a decision can be made, the PMO will contact the CR owner and request the additional information. Once all information has been received, the PMO will move forward in the review process. The change request status is visible, recorded, and tracked in the system.

3.1.3. Approving a Change Request

3.1.3.1. PMO Responsibilities

The PMO has authority to reject or approve any change request that does not impact contractual scope. All submitted change request are initially reviewed by the PMO. If the PMO is not authorized to make the decision, then a CCB meeting is scheduled for review.

3.1.3.2. Change Control Board Responsibilities

The CCB has authority to reject or recommend for approval any change request identifying changes to contractual scope. The CCB is responsible for reviewing change requests that will affect project scope

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and increases in the project's duration and/or cost per the recommendation of the BearingPoint Project Manager. If the CCB cannot reach a consensus on whether or not to approve a CR, then they can forward the CR to ECB for review.

3.1.3.3. Executive Control Board Responsibilities

The ECB has authority to reject or recommend for approval any change requests identifying changes to contractual scope. The ECB is responsible for reviewing change requests items the CCB forwards when it is unable to reach a consensus.

3.1.3.4. Final Approval

Only the BearingPoint Managing Director and OSC Executive Management have authority to bilaterally approve or accept a change request which affects contractual scope. Written acceptance of the change is provided to the PMO, whom manages the implementation of the change request status in the system. Additionally, the PMO will notify the project members of the change's acceptance so they can understand how it may affect their areas of responsibility.

3.1.4. Possible Change Request Dispositions

There are three levels of approval / rejection the PMO, CCB, and ECB may use when approving change requests. They are: reject the change; request additional information on the change; and approve the change as-is.

3.1.4.1. Reject the Change Request

The change request is rejected. The PMO updates the change request's status in the system. Also, the PMO will also notify the CR owner of its rejection and business will proceed as usual.

3.1.4.2. Request Additional Information

The approving body requires additional information before recommending a CR for approval or rejecting a CR. The PMO updates the status of the change request in the system to reflect its status and is tasked with gathering additional supporting documentation from the CR owner. When all additional information is gathered and compiled the request must be resubmitted to the PMO.

3.1.4.3. Approve the Change Request " As-Is"

The change request is approved "as-is". The PMO inputs record of the decision in system and updates the change request's status.

3.1.4.4. Approval Criteria

The CCB, ECB, and PMO base their decisions for recommendation on the following criteria:

- What is the risk to the project in implementing the change?

- What is the risk to the project in not implementing the change?

- What impact will the change have on the project in terms of project scope?

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3.1.5. Implement a Change Request

Once a change has been approved and funded, the PMO is responsible for ensuring the change is implemented. The PMO must receive a contract modification acknowledgement from the BearingPoint Managing Director for changes to the project's scope before implementing. Additionally, the PMO is responsible for updating any project documents as appropriate.

3.1.6. Close a Change Request

Once a change has been completely implemented the PMO is responsible for closing the CR by setting appropriate status in the system.
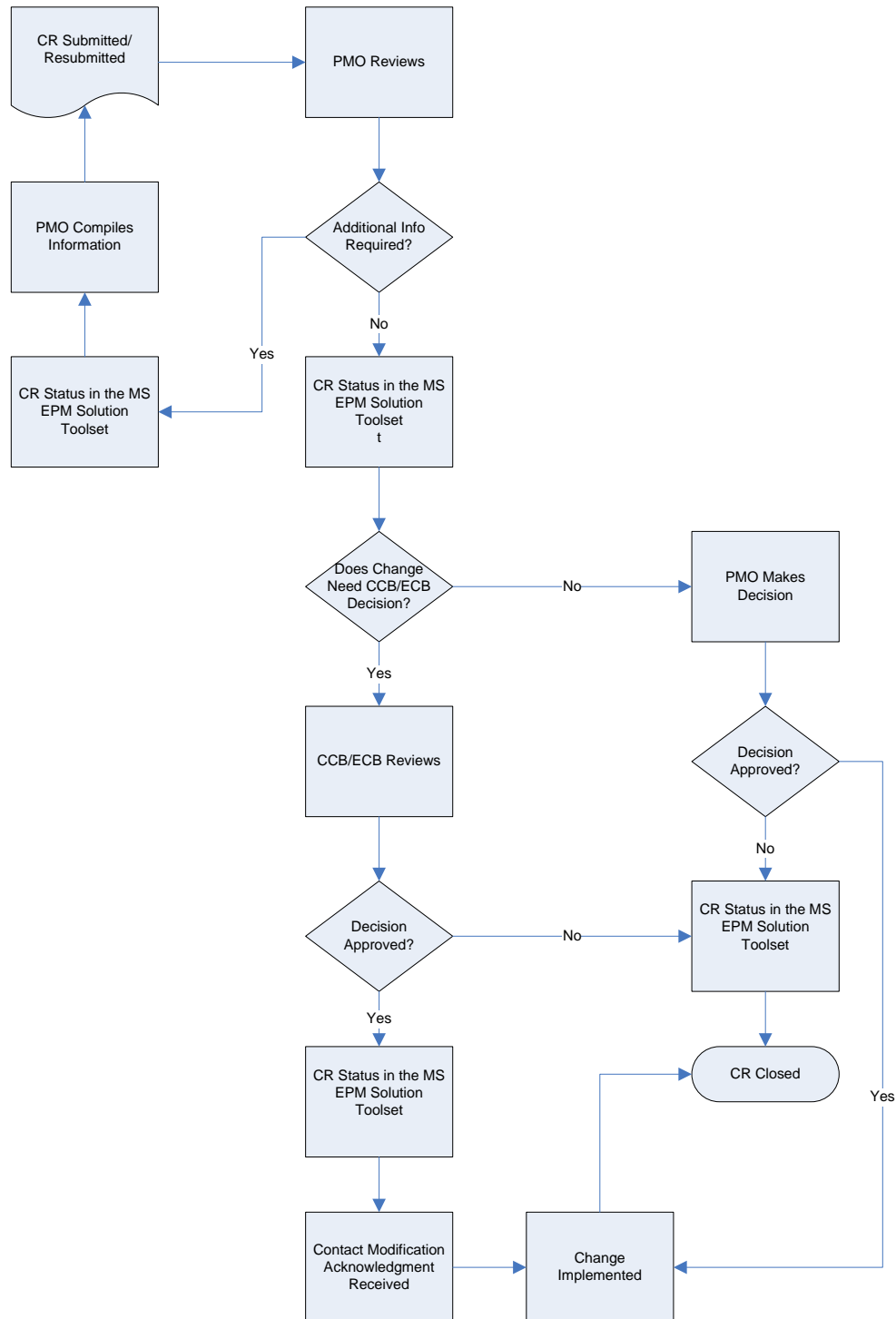
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CR Submitted/ Resubmitted

PMO Reviews

PMO Compiles Information

Additional Info Required?

No

Yes

CR Status in the MS EPM Solution Toolset

CR Status in the MS EPM Solution Toolset t

Does Change Need CCB/ECB Decision?

No

PMO Makes Decision

Yes

CCB/ECB Reviews

Decision Approved?

No

Decision Approved?

No

CR Status in the MS EPM Solution Toolset

Yes

CR Status in the MS EPM Solution Toolset

CR Closed

Yes

Contact Modification Acknowledgment Received

Change Implemented

Figure 1 – Scope Change Control Process

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3.2.   Change Request Management and Maintenance

Change requests will be managed and maintained within the MS EPM Solution toolset; however, in the interim the change request process will adhere to a manual process using the T Drive. The following sub-sections define those processes that apply to the document management process.

3.2.1.1. Change Tracking

Change request will adhere to the naming convention standards set forth by the document management process (See the Beacon HR/Payroll Implementation Project Document Management Process document for more details). The status will be tracked in the MS EPM Solution toolset. The following status can be set in the metadata Status field for a change request:

- Submitted –Submitted to the PMO for review

- Approved – Approved by the PMO or CCB/ECB

- Rejected – Rejected by the PMO or CCB/ECB

- Pending – Reviewed by the PMO and ready for review by the CCB

- Returned – Returned for more information

- Closed – Decision implemented.

3.2.1.2. Change Control and Status Display

Change request are generated by project team members but reviewed and submitted by project Team Leads. Status displaying is as follows:

- Team Leads submit CR with a Submitted status in the metadata to the PMO

- PMO reviews the CR and sets an Approved, Rejected, Returned, or Pending status based on PMO review

- If the CR is to be reviewed and decided upon by the CCB/ECB, the Status is set to Approved or Rejected based on their decision

- After the CR is completely implemented, the Status is set to Closed.

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3.3. Completing a Change Request

The following considerations must be addressed when completing a CR.

Description of Change

Review the original situation and verify that the change proposed is the best response available. Include the following:

- Describe the situation that makes this change necessary
- A quantitative assessment of benefits from the change
    - Will this change prevent slippage in the current schedule?
    - Will it add functionality needed to complete currently known scope?
- Provide a summary statement of the estimated impact on schedule and cost and other known factors
    - Define all additional costs the customer will incur if this change is accepted.
- Define who is required to perform a fair review of this change
- Define who will need to approve this change.

Impact on Project Scope

Provide details of how this proposed change of scope will affect the project.

- Explicitly define each WBS element that this Change Request affects.

Impact on Project Plan/Schedule

Validate that the change is feasible by creating a modified project schedule that includes/excludes the required activities, work effort and resources to support the change of scope.

- Define the schedule file, by version, etc that is affected by this proposed Change Request
- State whether the proposed changes to the schedule will increase or decrease total work effort for the project, and by how much
    - State whether the proposed changes will change the dates of Mandatory milestones.
- Define any specific resources needed for the change that is not currently available to perform the work associated to this change of scope.

Actions Taken to Alternate Resolution

Define the activities you have performed to resolve this issue to avoid this contractual change of project scope.

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Associated Risks

Identify all risks known to the project that will be reduced or eliminated by acceptance of this change of scope. Reference each risk by their unique identifier (See the Beacon HR/Payroll Implementation Project Risk Management Process document for details). List any new exposures (new risks) that may come from accepting this change to project scope.

Associated Costs

Provide details of all costs that can be predetermined, such as labor and materials. Provide descriptions of all other qualified costs anticipated that cannot be estimated but will be included with acceptance of this change of scope, such as travel costs.

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4. REFERENCES

The HR/Payroll Implementation Project Change Control Process references content or theory from, or makes reference to, the following sources:

- A Guide to the Project Management Body of Knowledge. 3rd Edition. Newton Square, PA: Project Management Institute Inc., 2004

- Chrissis, Mary Beth. CMMI - Guidelines for Process Integration and Product Improvement. Boston: Pearson Education, 2003.

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